LLAMA Annual Operating Plan, September 2012 - August 2013

The Annual Operating Plan (AOP) is a key planning document for the division. It details the fiscal year projects and initiatives that will be carried out in support of LLAMA's 2012-15 strategic plan (see 2012-15 LLAMA Strategic Plan). The AOP is a living document that will grow and change throughout the three-year implementation of the strategic plan.

The Annual Operating Plan is developed collaboratively among the leaders of the association and appropriate internal/external partners. The Board formally adopts the AOP each year in August (see timeline on Page 2) to coincide with the fiscal year (Sept 1 – Aug 31), and budget implications are noted in the AOP. Throughout the fiscal year, the Annual Operating Plan is continuously reviewed by the Board, section leaders, and Executive Committee.

The AOP is built around "tactics" (see AOP on Page 4) that define the unique contributions division/section committees make toward implementing the AOP, and by extension, toward implementing the strategic plan. Tactics may be added, edited or deleted, based on division/section committee decisions and approval by the Board.

The last page of the AOP is a Budget Worksheet for New Project/Tactic Proposals. The worksheet is for new projects or ideas that sections/committees propose as part of their annual operating plan activities. Project/tactic proposals will be reviewed by the Board during the annual planning process.

Timeline for Annual Operating Plan Development/Review:

September 1: New fiscal year begins, new AOP begins.

September: Orientation webinar for section vice-chairs, introduction to AOP process. Led by Exec Cmt/staff.

October: Executive Cmt Section Representative gathers section reports on AOP progress, questions, concerns, etc., and sends to staff for AOP update.

Late-October: Executive Cmt Fall Planning Meeting in Chicago, review updated AOP, section reports.

December: Pre-Midwinter Board Update (online meeting), review AOP, financial reports, ALA news, etc.

January: ALA Midwinter Meeting. Board/committees review/update current AOP, begin development of next fiscal year AOP, submit initial Budget Worksheet for New Project/Tactic Proposals. Section Vice-Chairs attend.

February: Staff updates current AOP based on Midwinter Board action, compiles budget requests. Treasurer/staff submit draft budget for next fiscal year.

March: Executive Cmt Section Representative gathers section reports on AOP progress, questions, concerns, etc., and sends to staff for AOP update.

April: Executive Cmt Spring Meeting (online), review updated AOP, section reports.

May: Pre-Annual Board Update (online meeting), review current AOP, plans for next fiscal year AOP, financial reports, ALA news, etc.

Late June: ALA Annual Conference. Board/committees review/update current AOP, approve draft of next fiscal year AOP, approve draft next fiscal year budget, submit final Budget Worksheet for New Project/Tactic Proposals. Section Vice-Chairs attend.

July 1: new terms for division and section leaders begin.

July: Final project updates to current AOP due from sections/committees.

Late July: Staff compiles current-year AOP results and sends to former and new Board members.

August: Staff compiles and distributes new fiscal-year AOP to Board members.

By late-August: Board approves AOP for next fiscal year (via ALA Connect) beginning September 1

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Annual Operating Plan Key:

Strategic Theme: overall areas of work for the division (directly from the strategic plan)

Goal: statement of what the division will achieve under each strategic theme (directly from the strategic plan)

Key Strategy: broad planning statements that define how the goal will be achieved (directly from the strategic plan)

Tactic: an actionable task that supports a strategy

Who: specific individuals and/or member groups

When: desired completion date

Resources: time and/or money required to accomplish the tactic

Status: progress on tactic, continuously updated

STRATEGIC THEME: MEMBER ENGAGEMENT & VALUE

GOAL: LLAMA provides an environment, experiences, and opportunities for current and aspiring member leaders to participate in, contribute to, and benefit from while developing leadership and management expertise at all career stages.					
	Key Strategy 1: Continuously expand LLAMA activities such as programs, publications, and events to meet the needs of a growing and diverse membership.				
TACTIC	**OUTCOME/ PERFORMANCE MEASURE**	**WHO**	**WHEN**	**RESOURCES**	**STATUS (as of Jan 2013)**
Implement new mentoring program orientation plan	Increased number of successful duos	Mentoring Cmt	April '13	Cmt time	New non-attendance requirement began at AC '12.
Plan and facilitate Leadership Development Seminar at the Midwinter Meeting	At least 100 attendees Positive program evaluation Cmt to tabulate eval forms and report to Board	Leadership Dvlp Cmt	Jan '13	Cmt/staff time Marketing $ Up at $1600 for speaker exp.	Cmt has planned the seminar. Evaluation will be shared.

TACTIC	OUTCOME/ PERFORMANCE MEASURE	WHO	WHEN	RESOURCES	STATUS (as of Jan 2013)
Key Strategy 2: Expand LLAMA's virtual presence and opportunities for virtual participation.					
Launch the LLAMA Career Institute as a pilot project (treated as Midwinter institute)	Institute at least breaks even 80% positive evaluations Staff to tabulate eval forms and report to Board If successful, institute can focus on career mgmt topics of interest to members and be offered each Midwinter using a local speaker	President staff	'13 Midwinter	President/staff time Marketing $	Institute will be held at MW. Nearly 50 registrants to date. Evaluations will be shared.
FRFDS webinars	At least 2 webinars At least 40 attendees for each	FRFDS, CE Cmt, FR	By Spring '13	Volunteer/staff time Honorarium for speakers	
Increase marketing for LOMS webinars	Market to at least 2 new audiences At least 40 attendees for each webinar	LOMS, staff	By Summer '13	Volunteer/staff time Marketing $	
Expand the content in the Assessment Toolkit and.	New content created and distributed Increased number of site visitors	MAES Educ & Comm Cmts	By Summer '13	Cmt time	
Use ALA Connect as a forum for discussion for mentoring duos	Connect will be utilized as discussion tool for at least half of the duos	Mentoring Cmt	April '13	Cmt time	

TACTIC	OUTCOME/ PERFORMANCE MEASURE	WHO	WHEN	RESOURCES	STATUS (as of Jan 2013)
	Key Strategy 3: Seek out collaborative ventures to facilitate the development of leadership and management programs, resources, and tools that meet needs of library and information services professionals and organizations.				
Plan joint LLAMA-ACRL President's Program focused on leadership	At least 150 attendees 80% positive evaluations	Joint Planning Cmt	'13 Annual	Cmt/staff time Shared speaker/ marketing exp.	Joint Cmt appointed and speaker identified
Plan joint LLAMA/United for Libraries preconference on fundraising and development topics aimed at library friends and trustees and library administrators	At least 50 attendees At least 2k in revenue for each division 80% positive evaluations Success leads to expanded collaboration with UFL	Joint Planning Cmt. PRMS rep Eve Nyren	'13 Annual	Cmt/staff time Shared revenue and expense	Joint Cmt appointed and preconf appears on ALA Annual reg. form. Cmt meeting at MW. Marketing begins after MW.
Recruit mentors specializing in measurement and assessment in libraries	At least 3 MAES mentors recruited	MAES/ Mentoring Cmt	'13 Annual	Cmt time	
Initiate work with other organizations, specifically NMRT, to develop new leaders		Mentoring Cmt			
	Key Strategy 4: Implement innovative and effective technological and communication tools and strategies that facilitate efficient and effective communication within LLAMA and that enhance virtual participation for members.				
Increase the use of virtual resources for the committee and for mentor-mentee duos	Increased communication and committee awareness of duo interactions results	Mentoring Cmt	'13 Annual	Cmt time	

TACTIC	OUTCOME/ PERFORMANCE MEASURE	WHO	WHEN	RESOURCES	STATUS (as of Jan 2013)
Key Strategy 5: Encourage LLAMA sections and division-level committee to establish regular environmental monitoring of trends and issues of importance to our members.					
Encourage all LOMS committees to include monitoring trends as part of programming	Published results of trend monitoring	LOMS Cmts	Aug '13	Cmt time	
Develop a methodology for determining core competencies for librarians in the areas of measurement, assessment, and evaluation	Plan for implementing the methodology will be created along with a timetable	MAES Education Cmt	Aug '13	Cmt time	Has contacted the Competencies Cmt about adding a MAES member in 2013
Key Strategy 6: Foster continuous development of a robust formal mentoring program that enhances the LLAMA membership experience for aspiring library leaders.					
Require LLAMA membership for participation in mentoring prog	All mentees join LLAMA	Mentoring Cmt	'13 Annual	Cmt/staff time	
Key Strategy 7: Increase viability and visibility of LLAMA's award and recognition programs.					
Plan JCD award presentation with EBSCO partner	At least 100 attendees	PRMS JCD Cmt	'13 Annual	Cmt/staff time	
Plan program with JCD recipients	At least 40 attendees 80% positive evaluations	PRMS JCD Cmt	'13 Annual	Cmt/staff time	

	Key Strategy 8: Advocate for libraries and library workers.				

STRATEGIC THEME: LEADERSHIP DEVELOPMENT & CONTINUOUS LEARNING

GOAL: LLAMA creates, develops, and offers leadership development and continuous learning opportunities for its members and for all types of librarians, library staff, and library supporters.					
	Key Strategy 1: Assess and evaluate the diverse educational needs of member librarians, library staff, and library supporters on an ongoing basis.				
TACTIC	**OUTCOME/ PERFORMANCE MEASURE**	**WHO**	**WHEN**	**RESOURCES**	**STATUS (as of Jan 2013)**
Develop a curricular framework to serve as a foundational document to guide planning for programs and continuing education offerings	Framework seeks input from all facets of LLAMA, builds on Competency Cmt work, reviews data on previous programs and CE, and incorporates best practices from other association Framework presented to Board at Annual. If approved, planning and publicity are launched for framework use	President/ Curricular Framework Task Force Chair Phil Tramdack	'13 Annual	Pres/task force time	

TACTIC	OUTCOME/ PERFORMANCE MEASURE	WHO	WHEN	RESOURCES	STATUS (as of Jan 2013)
Survey MAES members for continuing education needs	Survey completed and results disseminated to MAES cmts Informs planning for future programs and projects	MAES Exec Cmt	By May '13		
	Key Strategy 2: Offer a wide variety of conference programs and events and professional development offerings both solo and in collaboration and partnership with other organizations, including ALA chapters, to meet established member needs and create an inclusive community.				
Plan and implement Fund Fare	Program held 80% positive evaluations	FRFDS	'13 Annual	Cmt time	
Plan and implement program on Enterprise Risk Management	Utilize Chicago-area expertise on ERM Raise consciousness among library leaders about ERM 80% positive evaluations Follow- up by a webinar held	LOMS Financial & Admin Svcs Cmt	'13 Annual	Cmt time	
Plan and implement program on hiring and recruitment	Collaborate with HRS 80% positive evaluations	LOMS/ HRS cmts	'13 Annual	Cmt time	
Plan and implement program on "What is the Value of an IR? Demonstrating Impact and Making the Case"	Collaborate with HRS At least 150 attendees 80% positive evaluations	MAES Data Collection Cmt	'13 Annual	Cmt time	

TACTIC	OUTCOME/ PERFORMANCE MEASURE	WHO	WHEN	RESOURCES	STATUS (as of Jan 2013)
Plan and implement MAES Discussion Group	At least 50 attendees	MAES DG	'13 Midwinter	Cmt time	
Pilot a joint LLAMA/United for Libraries Discussion Group	Develop topics of interest to Friends, Trustees, and library administrators At least 25 attendees Enough interest that group becomes standing joint DG	PRMS Rep Kim Terry, UFL Sally Reed	'13 Midwinter	Cmt time	
	Key Strategy 3: Foster development of high-quality and cost-effective training in multiple formats including in-person, conference, non-conference, and virtual for managers and leaders at all career stages.				
Plan and implement webinar on change management	At least 40 attendees 80% positive evaluations	LOMS Org Theory & Practice Cmt	Aug '13	Cmt/staff time	
Develop at least one webinar	At least 40 attendees 80% positive evaluations	MAES Education Cmt	Aug '13	Cmt/staff time	
Introduce virtual training for the 2012-2013 Mentoring Program	Increased program participation Increased transfer of training results	Mentoring Cmt			
	Key Strategy 4: Seek out and publicize grants and scholarships that benefit LLAMA members in their educational pursuits.				

TACTIC	OUTCOME/ PERFORMANCE MEASURE	WHO	WHEN	RESOURCES	STATUS (as of Jan 2013)
	Key Strategy 5: Leverage and master technology and communication tools to provide continuous virtual learning opportunities for our members.				
Develop at least one webinar	At least 40 attendees 80% positive evaluations	LOMS	Aug '13	Cmt/staff time	
	Key Strategy 6: Evaluate effectiveness of LLAMA programs and professional development and continuing education offerings in meeting member needs.				
Evaluate the 2012-2013 Mentoring Program	Survey mentors/mentees 80% positive evaluations	Mentoring Cmt	Aug '13	Cmt time	
	Key Strategy 7: Expand and enhance LL&M as a vital component of delivering leadership and management information that is meaningful to members.				
Publish results of survey conducted on planning library services for the future that followed related program at 2012 Annual	Article published	LOMS Planning & Eval of Lib Svc Cmt	Aug '13	Cmt/LL&M Editor time	

STRATEGIC THEME: ORGANIZATIONAL EXCELLENCE

GOAL: LLAMA operates in a sustainable and socially responsible manner in its management of association assets and resources in support of our members and mission.

Key Strategy 1: Market LLAMA and its services to retain current members and recruit new members.

TACTIC	OUTCOME/ PERFORMANCE MEASURE	WHO	WHEN	RESOURCES	STATUS (as of Jan 2013)
Develop members-only website content focused on basic info/best practices for budgeting and financial operations for libraries within larger orgs.	Critical mass of content organized and presented in a convenient and useful form New members join in order to access content	LOMS Financial & Admin Svcs Cmt	Aug '13	Cmt/staff time Possible web dvlp $	
Market LOMS to all library managers, not just professional staff	LLAMA/LOMS membership increases as a result of new marketing	LOMS/ LLAMA Memb Cmt	Aug '13	Cmt/staff time Marketing $	
Brand LOMS webinars	LLAMA/LOMS membership increases as a result of attending webinars	LOMS/ LLAMA Memb Cmt	Aug '13	Cmt/staff time Marketing $	
Collect stories from mentoring duos of the value of the program	Use material to promote mentoring program through LISTSERVs in each state, ALA organizations, divisions, and roundtables	Mentoring Cmt	Aug '13	Cmt time Marketing $	

TACTIC	OUTCOME/ PERFORMANCE MEASURE	WHO	WHEN	RESOURCES	STATUS (as of Jan 2013)
	Key Strategy 2: Seek out collaborative alliances that enhance LLAMA's strategic initiatives and the division's ability to deliver programs and services that serve members and potential members.				
Form at least one partnership with another organization (ALADN, PLA, SLA, etc.) for education programs	Produce at least one new program or webinar 80% positive evaluations	FRFDS, Mike Thompson/ Candice Oliver	Aug '13		
Develop/consider proposal for jointly-sponsored program with ALCTS on financial implications of changes in acquisitions and cataloging operations	Future LOMS/ALCTS collaboration 80% positive evaluations	LOMS Financial & Admin Svcs Cmt	'14 Annual	Cmt time	
	Key Strategy 3: Adapt and modify LLAMA's existing organizational structure to maximize flexibility and ensure member needs are met in a cost-effective and efficient manner.				
Explore the possible merger of the Membership Committee and Marketing Communications Committee into a new Member Relations Committee	New committee formed and appointed for launch July 1 (if approved by Board) More focused approach to management of member relations while streamlining	Pres/Board	July '13	Volunteer/staff time	
	Key Strategy 4: Exploit technology that improves LLAMA's organizational effectiveness and strategic direction and enhances all aspects of virtual membership.				

TACTIC	OUTCOME/ PERFORMANCE MEASURE	WHO	WHEN	RESOURCES	STATUS (as of Jan 2013)
	Key Strategy 5: Expand capacity for providing continuing virtual educational offerings such as webinars while reducing demand on LLAMA staff and enabling members to actively participate in the delivery of such offerings.				
	Key Strategy 6: Outline an annual financial plan that strategically enhances LLAMA's operating revenue, endowment, and net assets.				
	Key Strategy 7: Expand fundraising capacity by exploring opportunities to fundraise in creative ways such as offering an annual signature fundraiser at the ALA Annual Conference.				
Plan and implement fundraiser at Annual	Administrative costs do not negate receipts Revenue to exceed $3,000	Financial Advance Cmt	'13 Annual	Cmt/staff time Marketing $	Planned for Second City. Event on ALA reg. form. Marketing after MW.
Retain YBP as a sponsor for the 2013 Joint ACRL-LLAMA President's Program	Sponsorship secured Seek support beyond current level	Financial Advance Cmt	'13 Annual	Cmt/staff time Marketing $	
Investigate feasibility of sponsoring a LLAMA Abroad trip similar to one sponsored by ASCLA as a divisional fundraiser	President charges FAC. Cmt report presented to Board at '13 AC. If approved, planning and publicity are launched for trip to be offered by the end of 2013.	Financial Advance Cmt	'13 Annual	Cmt/staff time Possible new initiative $ Marketing $	

LLAMA Annual Operating Plan
Budget Worksheet for New Project/Tactic Proposals

Note that this worksheet is for new projects or ideas that sections/committees propose as part of their annual operating plan activities. You do not need to complete this worksheet for an Annual Conference program, preconference, discussion group, or other activity that regularly takes place during the conference. Project/tactic proposals will be reviewed by the Board during the annual planning process.

Brief Description of the Project/Tactic:

Proposed by (section and/or committee):

Outcome (what difference will the project make and what is the intended audience?):

Supports Which Goal/Strategy:

Start Date and Duration of Project/Tactic:

Budget (itemize rev/exp and attach separate sheet if necessary)

Revenue Estimate (registration fee, product sale, sponsorship, etc):

Expense Estimate (development cost, presenter/consultant fee, marketing, technology purchase, etc):

Return on Investment/Growth Potential:

Ability to Re-purpose for New Audience (use content for webinar, online course, publication, etc.):

Impact on Other Section/Committee Activities:

Potential Partners that Could Strengthen the Project (either internal or external to ALA):

Other Useful Information about the Project/Tactic